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ABSTRACT

In March 1992, a random sample of 5,600 human resource professionals was selected from the membership of the Society for Human Resource Management (SHRM) and surveyed regarding family issues in the workplace. Respondents were asked to provide information on the size and other characteristics of their organization and workplace practices, and were surveyed about issues concerning child care and care of elder and disabled family members. The study replicated a 1988 survey to identify important trends in family-related workplace issues over the past 4 years. Study findings, based on an 18% response rate (n=1,004), included the following: (1) 29% of the organizations represented were providing child care services, up from 10% in 1988; (2) while 45% of companies with more than 5,000 employees provided child care, only 11% of those with fewer than 100 employees did so; (3) 13% of the companies were currently providing elder care, 17% were currently exploring the need for elder care, and 64% were not involved; (4) 14% were currently providing care for disabled family members, 13% were exploring the possibility, and 68% were not involved; (5) child care was the most commonly cited cause of workplace problems, resulting in absenteeism, tardiness, scheduling problems, and reluctance to travel; and (6) the most common obstacles to implementing child, elder, and disabled care were expense, liability, complexity, and lack of employer interest. (AC)

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SHRM

WORK & FAMILY

SURVEY REPORT 1992

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SOCIETY FOR HUMAN RESOURCE MANAGEMENT

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INTRODUCTION

The Society for Human Resource Management (SHRM) is the leading voice of the human resource profession, representing the interests of 80,000 members from around the world including individuals from more than 400 professional and 200 student chapters. Formerly the American Society for Personnel Administration, SHRM provides its membership with government and media representation, education and information services, conferences and seminars, and publications that equip human resource professionals to become leaders and decision makers within their organizations.

This report is one of an annual series of reports conducted by SHRM. These studies serve to examine the membership's views on important, timely topics relevant to the human resource profession. In March 1992 a random sample of 5,600 human resource professionals was selected from SHRM membership to address family issues in the workplace. A total of 1004 usable questionnaires were received (response rate - 18%).

Workplace issues involving the family were selected as topics of the 1992 survey because of their critical importance to employers, employees, and public policy makers. Changes in the American family are affecting benefit programs, work schedules, recruitment efforts, and employee incentive practices in many organizations.

One family-related workplace issue of special interest is child care. In 1988, SHRM (then the American Society for Personnel Administration) conducted a major national survey of its members with respect to child care. The present study replicates much of the 1988 survey and examines important trends over the past four years with many issues, including organizational levels of involvement, types of services being provided and considered, and obstacles to the provision of services.

In addition, this survey addresses for the first time the important issues of elder and disabled family member care. Because of the magnitude of these issues and the potential impact on employers, SHRM believes it is important to examine this subject from the perspective of its members, and to share this information with the human resource profession and other interested parties.

Special thanks go to the SHRM members who participated in this study; without their timely response this study would not have been possible.

SHRM also acknowledges the support of Decision Data Collection, Inc. (Decision DC) of McLean, Virginia, for assistance in the design, data analysis, and report writing stages of this project.

Questions or comments about this survey should be directed to the Information Center at the Society for Human Resource Management, 606 North Washington Street, Alexandria, VA 22314.

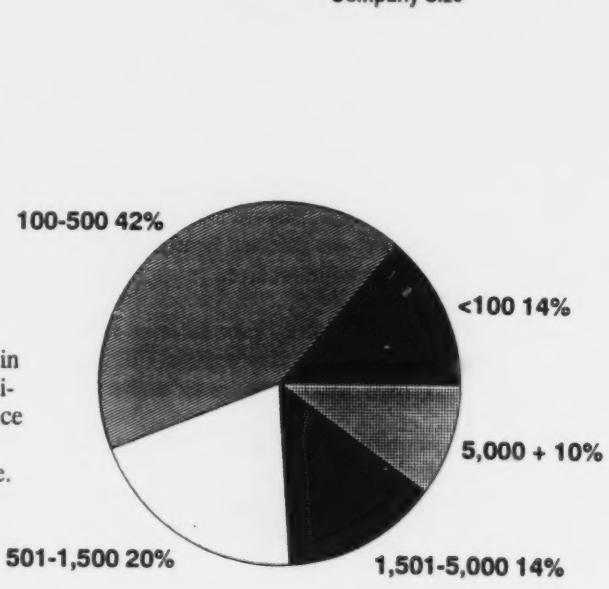
SURVEY DEMOGRAPHICS

Organizational Size

The company size distribution (see Figure 1) for the facility/facilities for which the participant was responding was as follows (n = 1004):

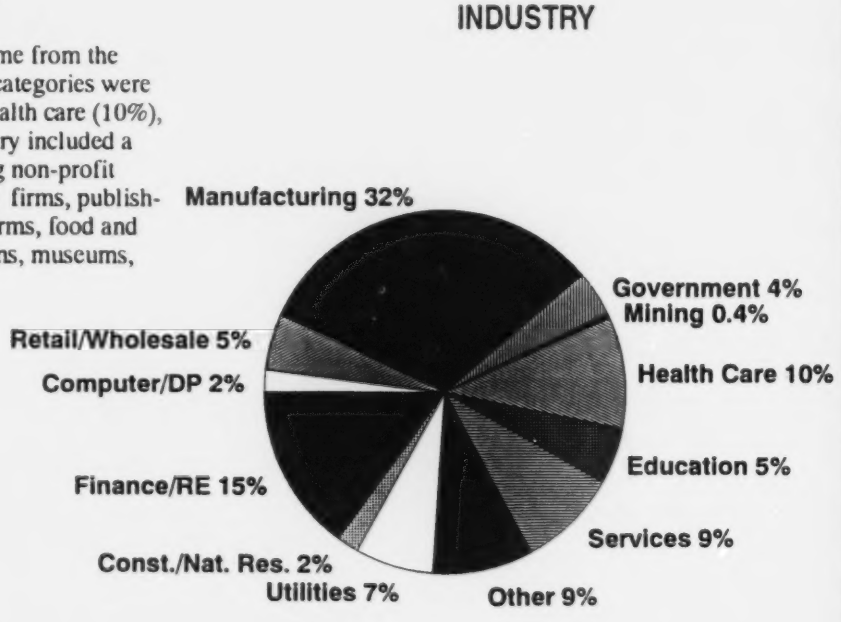
- less than 100 employees - 14%
- 100-500 employees - 42%
- 501-1500 employees - 20%
- 1501-5000 employees - 14%
- over 5000 employees - 10%

Company size is an important demographic variable in this study. The size of an organization is often associated with the extent to which a given family-workplace service will or will not be offered. Because of this, many responses have been analyzed by company size.



Industry

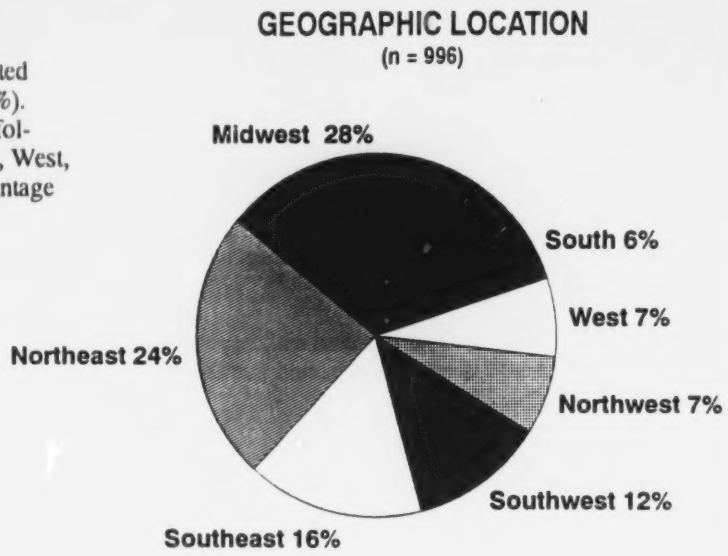
About one-third of the total sample came from the manufacturing industry. Next highest categories were finance/insurance/real estate (15%), health care (10%), and services (9%). The "other" category included a wide variety of organizations including non-profit organizations, associations, consulting firms, publishers, printers, research & engineering firms, food and beverage companies, legal organizations, museums, libraries, and so on.



N=1,004

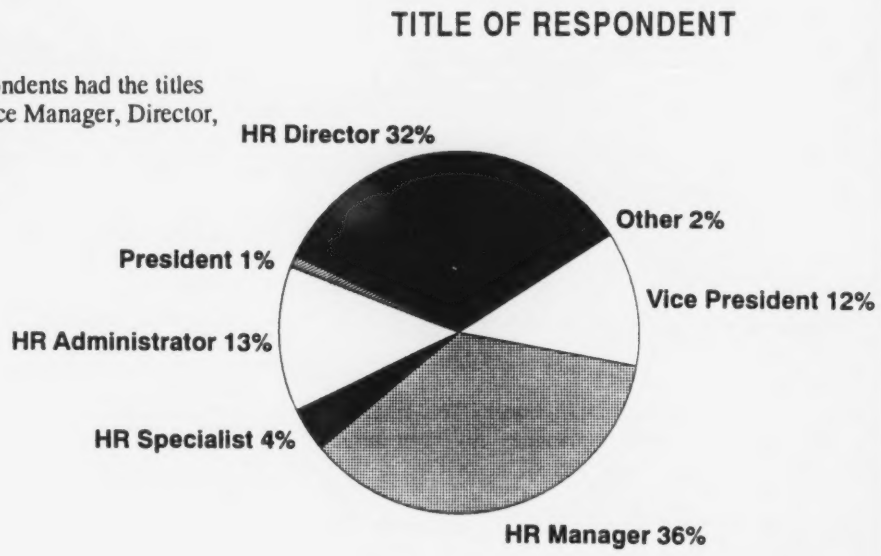
Geographic Location

The geographic locations most heavily represented were the Midwest (28%) and the Northeast (24%). Southeast was the next largest category (16%), followed by the Southwest (12%). The Northwest, West, and South all had approximately the same percentage of respondents.



Title of Respondent

Nine out of 10 of the survey respondents had the titles of Vice President, Human Resource Manager, Director, or Administrator.



N=857

SECTION A. CURRENT INVOLVEMENT IN FAMILY-WORKPLACE ISSUES

Child Care Involvement

The percentage of organizations providing child care services has grown almost threefold over the past four years. In 1988, 10% reported that they provided child care services, in 1992 the figure rose to 29%. (See Figure 5.)

The percentage of organizations reporting that they are not at all involved in child care has dropped very little, however, in the past four years. In 1988, 53% reported that they were not at all involved in child care, and this figure dropped just six percent by 1992.

In 1988, 25% of organizations reported that they were exploring child care issues. This figure dropped to 15% by 1992. In 1988, an additional 10% reported that they were researching employees' needs. This figure also dropped somewhat in 1992 to 7%.

Thus, while many of the organizations that were exloring child care issues in 1988 appear to have decided to provide a child care service, relatively few organizations have become involved over the past four years if they were not already involved to some extent in 1988.

FIGURE 5
LEVEL OF INVOLVEMENT IN CHILD CARE
(1988 vs. 1992)

	All Companies		Company Size: <100		100-500		501-1500		1501-5000		>5000	
	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88	92
Preliminarily Exploring Issues	25	15	16	7	23	13	32	19	26	13	36	8
Researching Employees' Child Care Needs	10	7	6	6	6	6	13	7	12	7	20	9
Currently Choosing Child Care Services	4	5	1	3	2	3	4	5	10	5	7	9
Currently Providing Child Care Services	10	29	2	11	6	21	14	30	15	36	16	45
Expanding/Revising Child Care Services	4	5	0	1	1	1	3	8	10	12	12	9
Not Currently Involved In Child Care	53	47	71	72	63	53	42	27	36	24	31	15
Other	5	4	6	1	4	3	7	5	7	3	5	5

The larger the organization, the more likely it is to provide child care services. Only 11% of those organizations with fewer than 100 employees provide child care services. This figure increases steadily to a peak of 45% in companies with more than 5000 employees.

Companies of all size categories have witnessed increases in the provision of child care services since 1988. (Figure 6)

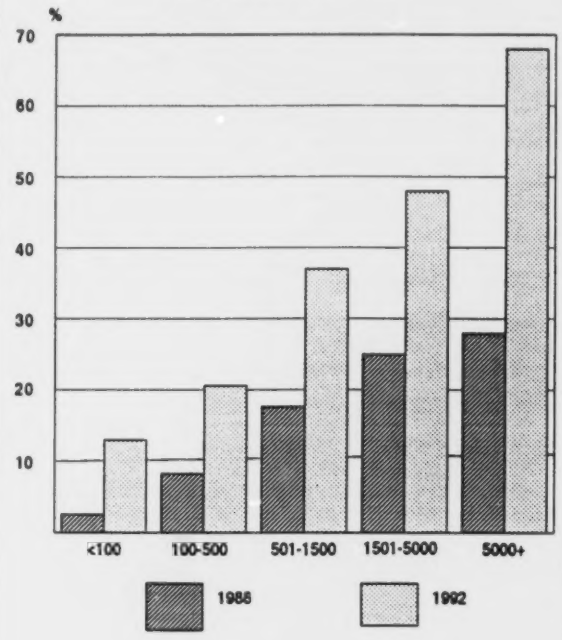
Yet, almost 3 out of 4 small companies report that they are not involved at all in the child care arena.

> "...Our firm only has 12 people and it's not a reality to spend money in many of these areas. We wouldn't exist, if we did!"
>
> Project Coordinator
> Service Firm, MN

Companies in the health care industry are most likely to be involved in providing child care services (49%). Least likely to be involved are those in retail/wholesale trade (19%) and services (24%).

When females make up more than 50% of the workforce, 42% of the organizations provide child care services. When males make up more than 50% of the workforce, 27% of the organizations provide child care services.

FIGURE 6
CHILD CARE INVOLVEMENT
By Company Size 1988 vs. 1992



Involvement In Elder And Disabled Care

The percentage of organizations providing care for elder or disabled family members is less than half of those providing child care services. (Figure 7) About two-thirds of all organizations say they are not at all involved in elder or disabled family member services.

FIGURE 7
ALL COMPANIES - 1992

	Child Care	Elder Care	Disabled Care
Currently Providing Service	29%	13%	14%
Exploring Issues/Researching Employees ' Needs	22%	17%	13%
Not Currently Involved	47%	64%	68%
Other	2%	6%	5%

The larger the organization, the more likely it is to provide both elder and disabled care services. (Figures 8 and 9)

FIGURE 8
LEVEL OF INVOLVEMENT IN ELDER CARE

	All Companies %	Company Size <100 %	100-500 %	501-1500 %	1501-5000 %	>5000 %
Preliminarily Exploring Issues	13	5	9	18	21	15
Researching Employees' Elder Care Needs	4	1	2	6	5	8
Currently Choosing Elder Care Service	2	1	2	1	3	6
Currently Providing Elder Care Service	13	7	10	15	16	31
Expanding/Revising Elder Care Service	2	0	0	1	1	0
Not Currently Involved In Elder Care	64	84	75	54	47	34
Other	3	2	3	5	2	2

FIGURE 9

LEVEL OF INVOLVEMENT IN DISABLED CARE

	All Companies %	Company Size <100 %	100-500 %	501-1500 %	1501-5000 %	>5000 %
Preliminarily Exploring Issues	10	7	9	10	16	13
Researching Employees' Disabled Care Needs	3	3	2	5	2	5
Currently Choosing Disabled Care Service	1	0	1	1	2	0
Currently Providing Disabled Care Service	14	9	11	15	13	34
Expanding/Revising Disabled Care Service	2	1	1	4	4	3
Not Currently Involved In Disabled Care	68	79	74	61	62	42
Other	3	2	3	5	2	2

SECTION B. FAMILY-RELATED WORKPLACE PROBLEMS

Workplace problems were reported to exist in more organizations as a result of child care issues than any other family-related issue studied. (Figure 10)

FIGURE 10
WORKPLACE PROBLEMS

	Care Provision			Family Health Problems			Family Stresses		
	Child %	Elder %	Disabled %	Phy./ mental Health %	Alcoh/ drug Abuse %	Marital %	Child %	Finan %	Legal %
Absenteeism	90	36	23	61	61	65	66	36	20
Tardiness	86	27	19	49	49	50	58	23	20
Workdays Cut Short	79	29	18	43	43	40	54	24	26
Scheduling Problems	54	20	14	43	43	25	34	13	11
Low Morale	28	17	12	37	37	46	37	46	25
Low Productivity	33	17	12	47	47	52	44	41	27
Employee Turnover	31	11	9	23	23	25	20	27	11
Reluctance To Travel	44	18	12	12	8	30	29	8	4
Reluctance To Relocate	26	20	11	11	6	29	22	13	4
Difficulty In Recruitment	14	6	5	5	5	13	11	13	4

Child care problems were reported to result in absenteeism and tardiness in about 9 out of 10 companies. Workdays were said to be cut short due to child care problems in about 8 out of 10 companies.

Child care problems were also most likely to be named for scheduling problems (54%) and employees' reluctance to travel (44%).

Fewer companies reported that child care problems resulted in some of the more bottom-line business-oriented issues such as low productivity (33%), employee turnover (31%), and difficulty in recruitment (14%).

Marital stresses were mentioned by more companies as resulting in low productivity than any other issue (52%). Marital stresses were also most likely to be named for low morale (46%) and reluctance to relocate (29%).

Family stresses caused by children and family members' health problems were also associated with a significant number of workplace problems.

Elder care, disabled care, family legal stresses, and family financial stresses were, in general, said to result in work-place concerns by comparatively fewer organizations.

Overall, 23% of the survey respondents said that their organizations were "very concerned" about workplace problems caused by family-related issues and only 4% said their organizations were "not at all concerned" about these. More than 75% of responding organizations are at least somewhat concerned; more large firms than smaller ones expressed this level of concern. (Figure 11)

FIGURE 11

CONCERN ABOUT FAMILY-RELATED WORKPLACE PROBLEMS

	All Companies	Company Size <100	100-500	501-1500	1501-5000	>5000
	%	%	%	%	%	%
Not At All Concerned	4	4	4	4	3	2
Not Very Concerned	18	24	19	17	15	10
Somewhat Concerned	55	49	56	55	54	53
Very Concerned	23	24	21	23	28	34

SECTION C. EMPLOYER WORK-FAMILY INITIATIVES

Dependent Care Options

Information Services

Child Care

About half of all companies have a child care information/referral service or are considering it. In 1988, the comparable figure was one-third. (Figure 12A) More than three-quarters of the largest organizations have implemented such a service, while only 13% of the smallest organizations have done so.

In 1988, about one in ten organizations provided educational workshops and seminars. This figure had doubled by 1992.

Counseling services represent the only type of child care service studied in 1992 that experienced a drop-off since 1988. In 1988, 27% of all companies said they provided counseling services. The 1992 figure dropped to 23%. The drop was experienced at all company size levels with the exception of the very largest firms (over 5,000 employees).

FIGURE 12A

CHILD CARE INFORMATION SERVICES

(1988 vs. 1992)

	All Companies		Company Size: <100		100-500		501-1500		1501-5000		>5000	
	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %
Information/Referral Services:												
Have Implemented	15	36	6	13	8	28	16	39	28	47	38	77
Are Considering	17	15	11	14	15	17	21	14	22	14	22	6
Considered and Rejected	5	8	2	4	2	7	8	13	6	6	6	8
Not Considered	63	42	63	42	75	47	55	33	44	33	34	1
Educational Workshops and Seminars												
Have Implemented	11	20	2	8	5	11	15	24	21	21	21	52
Are Considering	9	17	3	11	7	19	12	19	13	18	19	10
Considered and Rejected	2	3	3	2	1	2	1	4	3	2	3	8
Not Considered	78	60	92	78	87	67	72	54	63	50	57	30
Counseling Services												
Have Implemented	27	23	8	6	20	18	33	26	40	34	45	48
Are Considering	10	8	8	2	9	9	14	9	10	9	11	4
Considered and Rejected	3	3	3	2	3	2	3	4	4	2	2	12
Not Considered	60	66	81	89	68	71	50	61	46	54	42	37

Elder Or Disabled Family Members

The percentage of organizations that provide elder and disabled family member information services is provided in Figure 12B by size of organization. Very few small organizations provide such services; about 9 in 10 businesses with less than 100 employees say they are not at all involved. Participation gradually increases, however, as organizations become larger and larger. About 4 in 10 of the largest organizations provide elder care information services, and almost 4 in 10 provide information/referral services and counseling services for families with disabled members.

FIGURE 12B

ELDER & DISABLED CARE INFORMATION SERVICES

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %
Information/Referral Services:												
Have Implemented	19	15	7	7	14	11	23	16	28	19	43	38
Are Considering	14	9	7	8	12	9	16	6	14	9	20	8
Considered and Rejected	2	1	0	0	1	1	5	2	3	3	5	1
Not Considered	65	75	87	84	72	78	56	75	55	70	32	53
Educational Workshops and Seminars												
Have Implemented	13	7	4	5	6	4	15	9	21	11	38	18
Are Considering	13	10	4	6	13	11	15	8	17	10	14	11
Considered and Rejected	2	1	1	1	1	1	3	2	2	2	5	4
Not Considered	73	82	91	88	79	84	67	81	60	77	44	67
Counseling Services												
Have Implemented	19	15	2	3	14	12	22	17	30	20	42	36
Are Considering	6	5	2	3	6	5	5	4	9	6	9	5
Considered and Rejected	2	2	1	2	1	1	4	3	3	2	6	3
Not Considered	73	78	95	92	78	81	68	76	58	72	43	56

Financial Assistance

Child Care

Financial assistance in one form or another for child care services rose significantly from 1988 to 1992. The single largest increase came with respect to Section 125 Savings Plans (15% in 1988, to 52% in 1992). Almost 4 in 10 companies now also provide flexible benefit plans with child care as an option. (Figure 13A)

Two in ten organizations indicate they provide contributions to community care services, and 1 in 10 says it either reimburses employees for child care expenses or sick child care expenses, or provides employee discounts at specific centers.

FIGURE 13A

CHILD CARE FINANCIAL ASSISTANCE

(1988 vs. 1992)

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %
Corporate Contributions												
Have Implemented	8	22	4	7	4	21	10	19	11	28	23	38
Are Considering	9	5	2	1	7	4	12	8	13	6	15	11
Considered and Rejected	10	7	9	2	6	8	13	11	16	8	13	9
Not Considered	73	65	85	90	83	66	65	62	60	58	49	42
Flexible Benefit Plan With Child Care Option												
Have Implemented	14	38	8	28	9	32	16	39	21	56	23	48
Are Considering	30	21	26	18	24	19	35	30	41	19	32	18
Considered and Rejected	10	10	8	7	9	12	11	7	9	6	15	18
Not Considered	46	32	58	48	58	37	38	24	29	19	30	16
Section 125 Savings Plan												
Have Implemented	15	52	6	38	11	45	17	53	23	66	32	74
Are Considering	25	17	21	21	21	17	26	22	33	13	30	9
Considered and Rejected	8	6	4	6	9	8	9	6	6	4	6	1
Not Considered	52	25	69	35	59	30	48	18	38	17	32	16
Employee Reimbursement/Voucher System												
Have Implemented	4	10	2	6	4	10	4	11	4	10	7	19
Are Considering	11	6	9	8	8	5	14	7	15	8	16	6
Considered and Rejected	11	12	5	5	6	10	17	15	15	16	17	27
Not Considered	74	71	84	81	82	75	65	67	66	66	60	47
Employee Discounts At Specific Centers												
Have Implemented	4	13	0.6	3	1	9	4	13	9	27	6	27
Are Considering	11	9	7	6	9	8	15	11	13	13	15	11
Considered and Rejected	9	8	5	2	5	7	12	11	17	8	14	10
Not Considered	76	70	87	88	85	73	69	65	61	52	65	52
Reimbursement of Sick Child Care Expenses												
Have Implemented	4	11	2	6	4	9	3	12	5	15	4	15
Are Considering	5	5	5	4	3	4	4	5	8	8	6	5
Considered and Rejected	7	6	5	2	4	5	11	10	10	4	16	11
Not Considered	84	79	88	89	89	81	82	73	77	74	74	68

Elder Or Disabled Family Members

Section 125 Savings Plans were also the most popular form of financial assistance for both elder (38%) and disabled care (34%), followed by flexible benefit plans with elder care options (27%) or disabled care options (24%). (Figure 13B)

Sixty-one percent of organizations with over 5,000 employees offer Section 125 Savings Plans for elder care and 56% offer the plans for disabled care.

FIGURE 13B

ELDER & DISABLED CARE FINANCIAL ASSISTANCE

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %
Corporate Contributions												
Have Implemented	15	14	6	7	15	14	15	14	15	17	23	25
Are Considering	4	3	1	2	3	2	5	3	5	3	8	4
Considered and Rejected	4	3	0	0	4	4	7	6	3	3	5	3
Not Considered	78	80	93	91	78	80	73	77	77	77	64	68
Flexible Benefit Plan With Care Option												
Have Implemented	27	24	16	15	23	21	29	29	41	33	35	34
Are Considering	15	13	10	10	13	12	20	15	16	16	19	12
Considered and Rejected	7	6	5	5	9	7	4	3	4	4	15	14
Not Considered	50	56	69	69	55	59	46	53	39	46	31	41
Section 125 Savings Plan												
Have Implemented	38	34	26	23	35	31	36	34	46	43	61	56
Are Considering	10	9	11	10	9	9	14	9	10	9	6	4
Considered and Rejected	5	4	4	4	6	6	6	4	3	3	0	0
Not Considered	47	53	60	63	49	54	44	54	42	45	32	40
Employee Reimbursement/Voucher System												
Have Implemented	6	5	2	2	6	6	6	4	5	5	14	14
Are Considering	4	4	5	6	4	3	2	2	8	5	3	3
Considered and Rejected	7	7	3	2	5	5	8	7	11	10	21	22
Not Considered	82	84	89	89	85	87	83	88	76	79	62	62
Employee Discounts At Specific Centers												
Have Implemented	5	4	1	1	5	4	4	2	9	6	8	9
Are Considering	6	5	4	4	6	5	5	4	4	2	11	9
Considered and Rejected	4	4	2	2	4	3	5	4	5	5	7	7
Not Considered	85	88	93	93	86	87	85	90	82	86	75	74
Reimbursement of Sick Care Expenses												
Have Implemented	7	7	3	4	5	5	10	9	9	9	11	10
Are Considering	4	3	4	4	3	2	4	4	5	4	3	3
Considered and Rejected	4	4	1	1	4	4	5	4	4	5	11	10
Not Considered	86	86	92	91	89	89	80	83	81	83	76	78

Care Provision Services

Child Care

Few companies actually provide on-site or near-site child care, even though such services have received much media attention. One in 10 companies currently provides child care services at or near the workplace, either through employer-sponsored centers (5%) or employer-contracted centers (5%). In 1988, only 1 in 20 companies provided such services. Consortium centers that are at or near the workplace and shared by more than one employer are used by 2% of the companies. About 1 out of every 4 companies has considered, but rejected the idea of having on-site or near-site child care. (Figure 14A) Only 3 of every 100 businesses that have 500 or fewer employees provide on-site or near-site child care services. Of those companies with more than 5000 employees, however, 30% currently provide such services, as compared to only 10% in 1988. Of those child care centers identified in this study, more than 50% came from just three industries (health care, education, and government). Employer contributions to after school programs, employer telephone "hot lines," in-home nursing for sick children, and employer-owned "back-up centers" for use when normal arrangements fall through are used by very few companies (1-4%).

FIGURE 14A

CHILD CARE PROVISION AND SERVICES

(1988 vs. 1992)

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %
Employer-Owned Center At/Near Work												
Have Implemented	3	5	0.6	0	2	1	5	9	7	15	7	11
Are Considering	8	7	4	2	5	4	11	9	11	10	17	9
Considered and Rejected	21	25	13	9	11	21	27	33	31	34	35	42
Not Considered	68	63	83	89	82	74	57	48	49	43	41	48
Employer-Contracted Care Center At/Near Work												
Have Implemented	2	5	0.6	0	0.2	2	3	5	6	8	3	19
Are Considering	14	10	5	2	10	7	18	13	16	16	25	12
Considered and Rejected	14	21	7	8	7	16	19	27	24	26	26	41
Not Considered	70	65	87	90	82	74	60	55	54	50	46	28
Employer in Consortium With Other Companies												
Have Implemented	1	2	0	0	0.4	2	2	1	2	3	4	7
Are Considering	12	11	6	3	9	9	15	14	14	14	21	20
Considered and Rejected	10	17	7	5	4	14	13	22	19	20	17	28
Not Considered	77	70	87	92	86	75	70	62	65	62	58	45
Employer-Owned "Back-Up" Center At/Near Work												
Have Implemented	NA	1	NA	2	NA	1	NA	1	NA	2	NA	5
Are Considering	NA	2	NA	1	NA	1	NA	1	NA	6	NA	2
Considered and Rejected	NA	5	NA	3	NA	4	NA	8	NA	6	NA	11
Not Considered	NA	92	NA	94	NA	95	NA	91	NA	86	NA	82
Employer Contributions To After School Programs												
Have Implemented	3	4	2	2	2	4	3	3	5	6	7	11
Are Considering	5	3	5	2	4	3	5	4	5	6	11	4
Considered and Rejected	6	8	5	1	3	2	7	5	9	3	12	5
Not Considered	86	87	88	96	91	91	85	88	81	85	70	80
Employer Sponsored Telephone "Hot Line"												
Have Implemented	2	4	0	2	1	1	2	8	4	9	7	7
Are Considering	4	3	3	1	2	2	4	3	6	5	6	2
Considered and Rejected	3	2	3	2	2	1	4	2	6	3	6	5
Not Considered	91	91	94	96	95	95	90	88	84	83	81	85
In-Home Nursing Service for Sick Children												
Have Implemented	1	3	0.6	0	0.4	1	2	2	2	8	2	6
Are Considering	4	2	1	0	2	2	4	5	6	4	7	9
Considered and Rejected	5	5	4	2	3	3	6	8	8	6	6	13
Not Considered	90	92	94	98	94	94	84	86	84	81	85	72

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Elder Or Disabled Family Members

To date, very few organizations at any size level provide elder or disabled care. (See Figure 14B.) The number of companies that have "not considered" care provisions for elder and disabled family members is very high in all categories.

FIGURE 14B

ELDER & DISABLED CARE PROVISION AND SERVICES

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %
Employer-Owned Center At/Near Work												
Have Implemented	1	1	0	0	0	0	4	2	3	3	1	1
Are Considering	2	1	1	2	2	1	2	1	3	2	5	1
Considered and Rejected	9	8	2	1	9	8	10	9	12	10	19	18
Not Considered	87	90	98	97	89	91	84	88	83	86	74	79
Employer-Contracted Care Center At/Near Work												
Have Implemented	1	1	0	0	0	0	2	2	0	0	1	1
Are Considering	3	3	1	2	3	2	2	2	4	4	5	3
Considered and Rejected	8	7	2	2	6	6	10	9	11	9	19	20
Not Considered	88	90	98	97	90	91	85	88	85	87	74	76
Employer in Consortium With Other Companies												
Have Implemented	1	0	0	0	1	0	1	1	2	0	0	0
Are Considering	4	3	2	2	4	2	2	2	6	5	8	8
Considered and Rejected	6	5	1	1	5	4	8	7	6	5	12	12
Not Considered	89	91	97	97	90	93	88	90	86	90	81	80
Employer-Owned "Back-Up" Center At/Near Work												
Have Implemented	0	0	0	0	0	0	0	0	0	0	0	0
Are Considering	1	1	1	1	1	1	0	0	3	2	3	1
Considered and Rejected	3	3	2	2	2	2	2	2	4	4	9	9
Not Considered	96	96	97	97	97	97	97	98	93	95	88	89
Employer Sponsored Telephone "Hot Line"												
Have Implemented	3	3	2	1	2	2	4	4	5	5	5	5
Are Considering	2	1	1	2	1	1	2	1	4	4	1	1
Considered and Rejected	1	1	1	1	1	1	2	2	2	2	4	4
Not Considered	94	94	97	97	96	97	93	93	88	89	90	89
In-Home Nursing Service for Sick												
Have Implemented	2	3	0	0	1	1	4	3	7	5	5	7
Are Considering	1	1	1	1	1	1	2	2	1	1	3	3
Considered and Rejected	4	3	2	1	2	2	4	3	4	4	13	11
Not Considered	92	93	97	98	95	96	90	92	88	89	79	80

Family Services

Alternative Work Schedules

Flextime and part-time work options are two of the most popular choices for handling family-related workplace issues for organizations of all sizes. Overall, 6 in 10 companies provide part-time work options and nearly as many provide flextime. About 9 of 10 large companies provide part-time work options and 8 of 10 provide flextime. (Figure 15)

Other alternative work options included job sharing (27%), special summer or holiday hours (23%), compressed work weeks (23%), and work at home programs (18%).

In general, the larger the organization, the more likely it is to offer any of these forms of alternative work scheduling.

Noticeable increases in the use of all of these options has occurred since 1988.

FIGURE 15

ALTERNATIVE WORK SCHEDULES

(1988 vs. 1992)

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %
Flextime												
Have Implemented	38	57	37	59	31	48	39	57	45	66	48	79
Are Considering	10	14	12	17	13	10	9	16	9	15	14	7
Considered and Rejected	14	10	11	7	11	12	17	9	17	8	16	7
Not Considered	38	19	40	16	47	28	35	18	29	10	22	6
Part-Time Work Options												
Have Implemented	47	60	43	49	40	51	48	64	62	73	58	88
Are Considering	10	11	13	12	8	11	12	12	9	13	14	3
Considered and Rejected	7	7	4	6	6	10	8	6	5	3	10	2
Not Considered	36	22	40	33	46	28	32	17	24	11	18	7
Job Sharing												
Have Implemented	16	27	10	19	11	18	15	31	28	40	25	50
Are Considering	10	17	8	14	7	15	11	18	12	15	16	24
Considered and Rejected	13	12	12	9	11	14	11	9	16	14	21	11
Not Considered	61	44	70	57	71	53	63	42	44	31	38	14
Work At Home Programs												
Have Implemented	7	18	9	17	4	11	7	16	10	26	11	42
Are Considering	5	14	3	11	5	10	4	20	8	15	9	29
Considered and Rejected	14	11	13	11	11	14	16	7	18	9	23	8
Not Considered	74	57	75	62	80	65	63	57	64	51	57	21
Special Summer/Holiday Hours												
Have Implemented	14	23	13	18	15	21	13	20	14	28	16	39
Are Considering	6	9	4	11	5	8	6	8	9	11	4	8
Considered and Rejected	11	10	12	9	8	11	11	11	12	9	21	8
Not Considered	69	58	71	63	72	6	70	62	65	52	59	45
Compressed Work Weeks												
Have Implemented	NA	23	NA	13	NA	18	NA	24	NA	33	NA	47
Are Considering	NA	12	NA	7	NA	12	NA	10	NA	15	NA	16
Considered and Rejected	NA	12	NA	11	NA	13	NA	12	NA	12	NA	12
Not Considered	NA	53	NA	69	NA	58	NA	54	NA	40	NA	26

Counseling And Referral Services

Company-sponsored employee counseling and referral services are extremely popular methods of handling family-related issues that do not involve care, especially with respect to alcohol and drug abuse (72%), psychological/ emotional/stress (67%), and family or marital problems (62%).

Nearly all of the companies with 5,000 or more employees indicated that they either provide alcohol and drug abuse in-house counseling or referral services (93%) or are considering doing so (6%). For businesses with fewer than 100 employees, the comparable figure is 56%.

Again, the larger the firm, the more likely it is to have implemented any one of these programs.

FIGURE 16

COUNSELING AND REFERRAL SERVICES

	All Companies	Company Size <100	100-500	501-1500	1501-5000	>5000
	%	%	%	%	%	%
Alcohol and Drug Abuse						
Have Implemented	72	46	70	79	80	93
Are Considering	8	10	10	8	4	6
Considered and Rejected	3	4	3	4	2	1
Not Considered	16	40	16	9	14	0
Psychological/Emotional/Stress						
Have Implemented	67	42	63	74	78	89
Are Considering	9	13	12	8	3	5
Considered and Rejected	3	4	4	4	3	1
Not Considered	20	42	22	14	16	4
Family or Marital Problems						
Have Implemented	62	36	58	67	76	88
Are Considering	9	9	11	7	4	5
Considered and Rejected	4	4	4	4	2	1
Not Considered	26	51	27	21	18	5
Financial Guidance						
Have Implemented	48	27	43	55	59	69
Are Considering	9	5	10	9	10	6
Considered and Rejected	5	5	4	6	3	9
Not Considered	38	64	43	30	28	17
Legal Guidance						
Have Implemented	35	19	32	40	43	51
Are Considering	7	7	9	7	6	3
Considered and Rejected	8	5	6	10	8	13
Not Considered	50	69	53	43	43	32
Career/Retirement Guidance						
Have Implemented	47	23	38	56	60	78
Are Considering	13	12	14	12	16	8
Considered and Rejected	2	4	2	3	0	1
Not Considered	38	60	46	28	24	13

Financial Services

About 4 in 10 companies indicate they allow employees to take paycheck advances. About 3 in 10 provide crisis loans. About 1 in 4 provides employees with financial planning services. (Figure 17)

The provision of financial services does not appear to be as dependent upon the size of the company as are many of the other family-related workplace services.

FIGURE 17
FINANCIAL SERVICES

	All Companies	Company Size <100	100-500	501-1500	1501-5000	>5000
	%	%	%	%	%	%
Financial Planning						
Have Implemented	24	18	24	23	27	31
Are Considering	11	8	8	13	18	16
Considered and Rejected	6	5	6	7	5	11
Not Considered	59	70	63	56	50	41
Crisis Loans						
Have Implemented	29	24	27	40	28	21
Are Considering	3	6	2	1	5	2
Considered and Rejected	12	12	13	13	10	15
Not Considered	57	58	58	47	58	62
Paycheck Advances						
Have Implemented	41	41	41	42	38	45
Are Considering	2	5	1	2	2	2
Considered and Rejected	20	18	21	18	21	20
Not Considered	37	37	37	38	39	33

Family Leave Options

Type Of Leave Provided

Figure 18 summarizes the types of family leave provided by employers of various sizes. Overall, the effects of organizational size are less pronounced with respect to family leave options than most of the types of family in the workplace services that were studied in this survey.

Pregnancy leave is generally defined as leave for the time of actual physical disability due to pregnancy. Maternity leave encompasses a longer period of leave, after the birth or adoption of a child. Paternity leave is time off for the father of the child, after the birth or adoption. (Survey respondents were not provided with definitions of leave types.)

Unpaid leave options were the most popular with 47% of the organizations providing unpaid maternity leave, 51% providing unpaid pregnancy leave, and 35% providing unpaid paternity leave.

Forty-three percent of the organizations provide paid pregnancy leave, 39% provide paid maternity leave, and 8% provide paid paternity leave. Partially paid leave options were less popular; 14% of the respondents provide pregnancy leave, 13% maternity leave, and 3% paternity leave.

FIGURE 18
TYPE OF FAMILY LEAVE OPTIONS

	All Companies %	Company Size <100 %	100-500 %	501-1500 %	1501-5000 %	>5000 %
Paid Pregnancy Leave	43	32	37	52	52	47
Paid Maternity Leave	39	30	37	45	43	44
Paid Paternity Leave	8	8	7	9	8	7
Partially Paid Pregnancy Leave	14	9	13	15	20	15
Partially Paid Maternity Leave	13	12	14	16	14	8
Partially Paid Paternity Leave	3	4	3	2	6	3
Unpaid Pregnancy Leave	47	50	44	49	48	49
Unpaid Maternity Leave	51	50	50	57	49	57
Unpaid Paternity Leave	35	21	31	41	40	49

Length Of Leave

The mean and median length of time provided for each type of family-leave option (of those who provide the options) are presented in Figure 19.

FIGURE 19
TYPE OF FAMILY LEAVE OPTION

	Percent of Companies Providing	Number of Providers	[1]Mean Number Weeks Given by Providers	[2]Median Number Weeks Given by Providers
Paid Pregnancy Leave	43	419	11	8
Paid Maternity Leave	39	391	10	8
Paid Paternity Leave	8	79	6	4
Partially Paid Pregnancy Leave	14	141	15	12
Partially Paid Maternity Leave	13	134	13	9
Partially Paid Paternity Leave	3	34	13	12
Unpaid Pregnancy Leave	47	474	15	12
Unpaid Maternity Leave	51	513	16	12
Unpaid Paternity Leave	35	345	16	12

[1] Mean number of weeks = "average" number of weeks given by all providers of this service.

[2] Median number of weeks = half of the responding providers of this service give more than this number of weeks and half give less than this number of weeks.

When responses are distributed uniformly around the mean, the mean and median will be virtually identical. When the mean is higher than the median, however, this usually indicates that there are a few extreme responses at the high end of the response scale. When the mean is lower than the median, the extreme cases are at the low end of the scale.

Paid pregnancy leave is provided by just over 4 of every 10 employers surveyed, with the average benefit at 11 weeks. Partially paid pregnancy leave is offered by 14% of these employers, and averages 15 weeks. Unpaid pregnancy leave is available from nearly half of these organizations, and averages 12 weeks.

The median number of pregnancy leave weeks is eight with full pay, 12 at reduced pay, and 12 without pay. The most commonly offered benefits of this type are eight weeks at full pay, 26 weeks with partial pay, and 12 weeks without pay.

Fully paid maternity leave is only slightly less prevalent, at 39%, than is paid pregnancy leave. The overall average number of weeks of paid maternity leave is 10, with a median of eight weeks. Six weeks is the most frequently offered benefit of this type, however.

Partially paid maternity leave, available from 13% of the responding organizations averages 13 weeks, with a median of nine weeks. Eight weeks is the most frequently reported amount of partial-pay maternity leave offered.

Unpaid maternity leave is offered by about half the responding employers, with the average amount offered being 16 weeks. Half the organizations offer 12 weeks or fewer, with the most frequently offered benefit of this type being 12 weeks.

Paid paternity leave is considerably less prevalent than paid pregnancy or maternity leave. Eight percent of employers surveyed offer full pay and 3% offer partial pay for the new father, while 35% offer unpaid paternity leave.

The average amount of fully paid paternity leave is also considerably less than for pregnancy and maternity, but the benefit is comparable for partial-pay and unpaid leave. The most frequently reported arrangements allow for just one week with full pay, but for up to 12 weeks for reduced-pay or no-pay paternity leave.

SECTION D. FUNDING

Present methods of funding are described in Figure 20 for three types of services. Financing by employer only is the most popular form of funding information services, counseling, and referral services. User-employee contributions and pay-per-use systems were most popular for dependent care centers, although very few dependent care centers are in operation.

FIGURE 20
CURRENT FUNDING METHOD

	N/A %	Financed by Employer Only %	Employer/Employees Share Cost: All Employees Contribute %	User Employees Contribute %	Pay Per Use %	Other %
Dependent Care Information, Counseling, Referral Services	57	34	1	3	2	4
Family Counseling and Referral Services	39	45	2	4	4	6
Dependent Care Centers	84	1	1	6	5	6

Many of those who said they do not fund a given service (N/A in Figure 20), chose "user employees contribute" or "pay per use" when asked how such services should be funded.

FIGURE 21
METHOD THAT SHOULD BE USED TO FUND

	N/A %	Financed by Employer Only %	Employer/Employees Share Cost: All Employees Contribute %	User Employees Contribute %	Pay Per Use %	Other %
Dependent Care Information, Counseling, Referral Services	14	39	5	21	15	5
Family Counseling and Referral Services	10	41	8	19	15	6
Dependent Care Centers	17	5	4	43	24	8

SECTION E. OBSTACLES TO WORK-FAMILY INITIATIVES

Perceived "Major Obstacles" to child care are presented in Figure 22 compared with data from 1988. The percentage of respondents who described each of the named factors as a major obstacle has decreased in all cases since 1988.

FIGURE 22

POTENTIAL MAJOR OBSTACLES IN CHILD CARE

(1988 vs. 1992)

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %	88 %	92 %
Expense	77	71	80	78	80	73	79	67	72	68	73	67
Liability	76	52	67	41	78	59	75	51	74	46	81	43
Complexity	50	37	56	39	56	43	50	30	37	27	40	34
Lack of Employer Interest In Issues	23	18	39	24	29	21	17	12	14	16	17	10
Lack of Assurance of Long-term Benefits	40	25	46	23	41	30	38	24	36	17	40	17
Lack of Quality Providers	33	18	34	14	35	22	29	17	34	13	32	16
Lack of Employer Awareness	49	30	53	39	54	35	45	25	44	20	48	14
Belief that Work/Family Should Be Separate	24	15	28	18	25	18	19	11	20	12	31	9
Uncertainty about Pending Legislation	31	14	37	14	34	18	26	7	25	11	30	10
Reaction of Employees Not In Need of Service	21	11	25	20	21	11	18	8	20	11	20	3
Uncertainty of Employee Needs	25	10	29	12	28	11	23	7	19	12	23	9

The smallest reductions were with regard to "lack of employer interest in the issues" and "expense." The latter remained the most frequently named obstacle to the provision of child care services overall (71%) and for organizations of all size groups.

"Liability" showed the largest decrease in the extent to which it is seen as a major obstacle, down from 76% in 1988 to 52% in 1992.

The overall decrease in the perception of specific factors as major obstacles to child care from 1988 to 1992 was most pronounced among the largest (more than 5,000 employees) and smallest (fewer than 100 employees) firms.

"Lack of employer interest in the issues," "lack of quality care providers," and "complexity" were more often seen as obstacles to the provision of care for elderly and disabled family members than as obstacles to the provision of child care. The reverse is true for "lack of employer awareness."

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"Major Obstacles" for elder care and disabled family member care are shown in Figure 23 by size of organization. Significantly higher percentages of organizations say "lack of employer interest in issues" and "lack of quality providers" are major obstacles for elder/disabled care than for child care, whereas, "complexity" and "lack of employer awareness" have significantly lower percentages.

FIGURE 23

POTENTIAL MAJOR OBSTACLES
ELDER & DISABLED CARE

	All Companies		Company Size <100		100-500		501-1500		1501-5000		>5000	
	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %	E %	D %
Expense	76	76	78	78	77	78	73	73	78	78	70	68
Liability	50	51	39	39	56	57	46	48	45	47	47	45
Complexity	40	42	44	45	45	47	31	35	33	35	35	37
Lack of Employer Interest In Issues	36	37	46	43	41	41	32	35	26	27	27	25
Lack of Assurance of Long-term Benefits	29	29	25	25	34	34	30	31	22	21	20	20
Lack of Quality Providers	24	25	19	18	25	26	25	25	24	25	25	28
Lack of Employer Awareness	23	24	28	29	24	25	18	18	20	22	22	22
Belief that Work/Family Should Be Separate	17	17	16	17	19	20	15	15	15	15	11	12
Uncertainty About Pending Legislation	15	16	15	17	19	20	9	11	13	13	11	13
Reaction of Employees Not In Need of Service	13	13	21	21	12	13	11	11	13	12	6	6
Uncertainty of Employee Needs	15	15	15	15	15	16	15	14	18	18	12	14

SECTION F. EMPLOYER AWARENESS OF STATE LEGISLATION

Each organization was asked whether its state had any laws regarding pregnancy leave, maternity leave, paternity leave, and family leave options. (Family leave is generally defined as time off to care for family members who are ill. Pregnancy, maternity, and paternity leave are defined in Section C. Respondents were not provided with definitions for any types of leave.) Data are presented in Figure 24.

FIGURE 24
STATE HAVE ANY LAWS REGARDING

	YES	NO	DK
Pregnancy Leave?	50%	36%	15%
Maternity Leave?	57%	33%	10%
Paternity Leave?	27%	58%	15%
Family Leave Options?	32%	53%	16%

An analysis of these data on a state-by-state basis indicates there is great disagreement as to whether or not a given state has any of the laws studied, even when one controls for industry type and size of organization within a given state. For example, consensus responses were reached in only three states with respect to pregnancy leave laws. All five organizations from New Hampshire and both organizations from Rhode Island said their states had pregnancy leave laws and both organizations from South Dakota indicated that their states did not. A few of the more typical responses are provided in Figure 25. Even when one selects an industry (e.g., manufacturing) and a size class (e.g., 101 - 500 employees), there is still disagreement within these states as to whether or not there are pregnancy leave laws.

FIGURE 25
STATE HAVE ANY LAWS REGARDING PREGNANCY LEAVE?
(n = number of respondents)

	YES		NO		DK	
	n	%	n	%	n	%
Florida	15	33	25	56	5	11
Maryland	9	38	13	54	2	8
New York	34	59	16	28	8	14
Ohio	17	34	25	50	8	16
Pennsylvania	17	40	17	40	8	19
Texas	18	29	29	47	15	24

SECTION G. EMPLOYER PERCEPTIONS OF WORK-FAMILY ISSUES

Employer viewpoints were sought on a variety of possible legislative actions. Figure 26 provides responses to potential government actions. The strongest responses were received in favor of additional tax credits for employers who provide work-family services (79% agree/strongly agree) and against government mandates on paid parental leave (80% disagree/strongly disagree) and unpaid parental leave (61% disagree strongly/disagree). Support for government grants and the investment of more federal dollars in work-family programs was received from nearly half of all respondents.

FIGURE 26
GOVERNMENT ROLE/LEGISLATIVE ACTIVITY

	Strong Agree %	Agree %	Neutral %	Disagree %	Strong Disagree %	Not Sure %
The federal government should invest more dollars in work-family programs	14	33	19	20	11	3
Additional tax credits should be given to employers for providing work-family services	26	53	10	7	3	2
Government grants should be provided for employer-sponsored dependent care assistance	14	35	22	19	7	4
The government should mandate unpaid parental leave	7	16	15	31	30	2
The government should mandate paid parental leave	3	6	11	35	45	1

More respondent comments were received against government mandates than any other subject matter covered by this survey. The following are typical quotes from respondents about their concerns in this area:

"We see these issues evolving toward varied solutions over the next 5-7 years. We are prepared to be competitive in the marketplace as far as employee programs are concerned, but want to remain cautious before making investments out of which the returns are unclear. We strongly oppose any form of government mandates regarding work-family issues."

Vice President, Human Resources
Finance/Insurance/Real Estate
1,501-5,000 Employees
Maryland

"It seems when the government does get involved, that laws are too vague to interpret and that just makes for court cases and court interpretation. With the growing need for both husband and wife to work, and with growing numbers of single parents, the government should make financial assistance in these areas a number one priority."

Human Resource Analyst
Manufacturing
101-500 Employees
Wisconsin

"We are a small company with limited financial resources. Any government mandate on work/family issues would be a hardship for us. This year I will feel a major accomplishment if I get an EAP approved."

Director, Human Resources
Retail/Wholesale Trade
101-500 Employees
Texas

"American small businesses are much more capable of effectively and efficiently providing services than the bureaucratic methods of our government. Tax credits and initial development loans would provide a much higher level of satisfaction to the user with less cost."

Assistant Vice Chancellor
Education/Health Care/Government
1,501-5,000 Employees
Tennessee

Three questions were also asked with respect to employer actions (Figure 27). Strong support was obtained for reinstatement to an equivalent job and preferential consideration for re-employment upon return after parental leave. Somewhat more mixed responses were received as to whether or not work-family options should be mandatory in cafeteria benefit plans, with 43% against, 28% for this action, and 26% neutral.

FIGURE 27
EMPLOYER ACTIONS/LEGISLATIVE ACTIVITY

	Strong Agree %	Agree %	Neutral %	Disagree %	Strong Disagree %	Not Sure %
When returning from parental leave, an employee should be entitled to reinstatement in an equivalent job	19%	50%	13%	11%	5%	3%
When returning from parental leave, an employee should be given preferential consideration for re-employment	18%	50%	12%	13%	5%	2%
Work-family options should be mandatory in cafeteria benefit plans	7%	21%	26%	28%	15%	3%

Overall responsibilities for work-family programs were addressed as the final set of study questions. (Figure 28) Employers agree that the funding of work-family programs should be shared between government, employers, and employees (68% strongly agree/agree). They do not believe, however, that either the government or employers should have the primary responsibility for funding work-family programs. Employers are almost split down the middle with respect to whether or not the primary responsibility for funding work- family programs lies with the employee (40% agree strongly/agree and 39% disagree strongly/disagree).

FIGURE 28

OVERALL RESPONSIBILITIES/LEGISLATIVE ACTIVITY

	Strong Agree %	Agree %	Neutral %	Disagree %	Strong Disagree %	Not Sure %
The funding of work-family programs is primarily the employee's responsibility	7	33	19	35	4	2
The funding of work-family programs is primarily the employer's responsibility	1	12	18	53	15	1
The funding of work-family programs is primarily the government's responsibility ...	1	7	17	48	26	2
The funding of work-family programs should be shared between government, employers, and employees	25	43	10	13	7	2

"Complexity of societal change; changing roles in family; latchkey kids; parental issues all are having significant impact on how we work. We need an agreed upon vision for our country between government, labor, business, and people to help establish guidelines to address these issues. We have to stop pointing fingers and somehow start working together...."

Human Resource Manager
Manufacturing
101-500 Employees
California

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